

EAP Supervisor Manual

Bright Ideas for Supervisors & HR



Contact the EAP

Phone: **1.866.750.1327**

Website: **MyRBH.com**

MyRBH Access Code: _____

If you don't know your MyRBH Access Code, ask your HR department or call the EAP to request it. You just need to provide your employer/company name.

Supervisor Manual - Bright Ideas for Supervisors

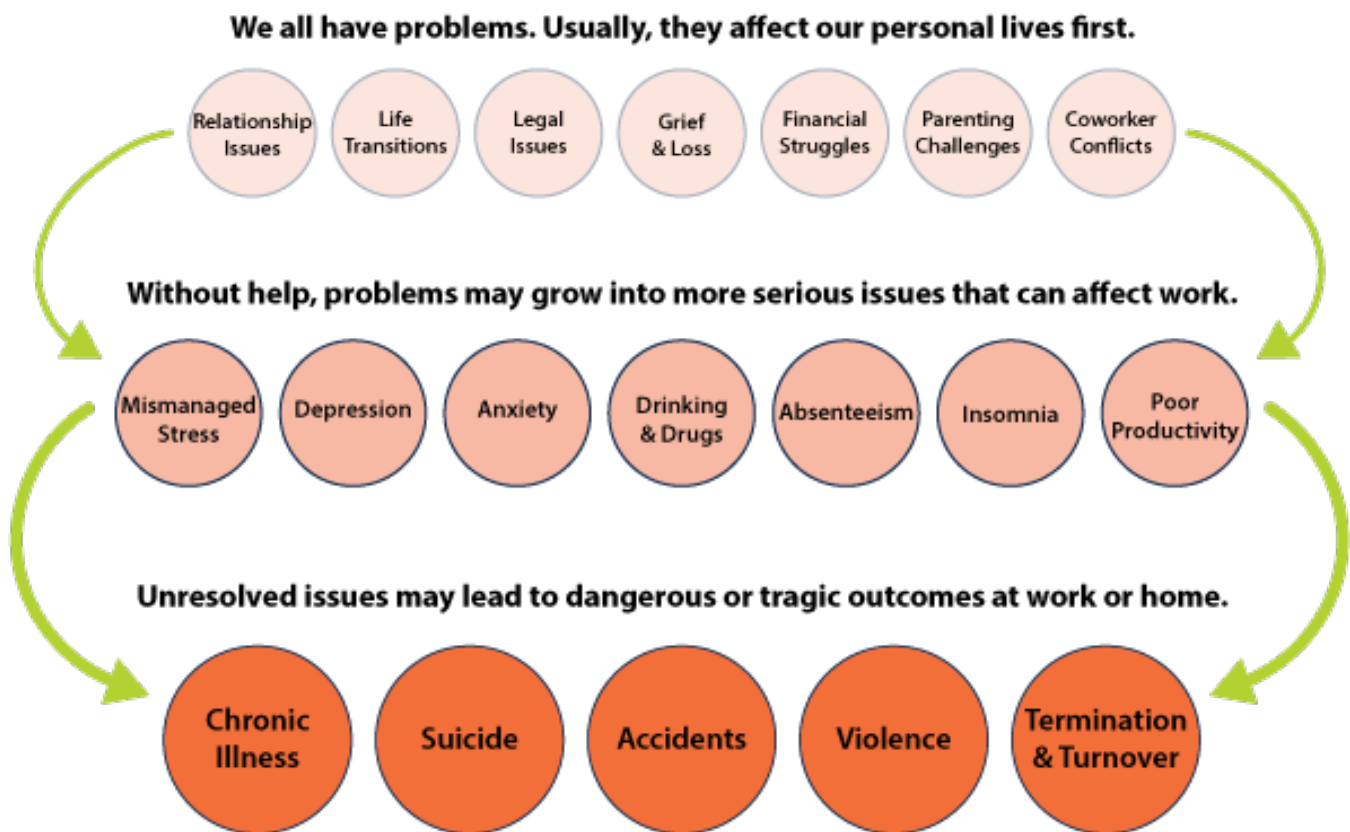
This Supervisor Manual was created to serve as an easy guide to help supervisors take advantage of their Employee Assistance Program (EAP). The EAP provides resources and support for managers who are dealing with employee performance issues and other workplace challenges.

As a supervisor, you may not even be aware employees are struggling. Letting employees know about the confidential EAP and how to use it can empower them to take control early and independently.

With early intervention, the EAP can help people resolve personal issues quickly and privately so they don't creep into the workplace. As a supervisor, you should know about the EAP and have materials on hand to promote the program.

As illustrated in the image below, the EAP can help even if problems have escalated. Once work is affected, you may need to recommend the EAP or even make a mandatory referral. In these situations, you should call the EAP for support as soon as possible.

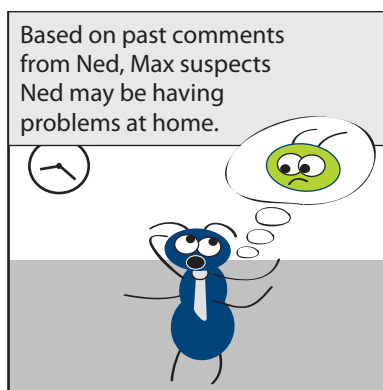
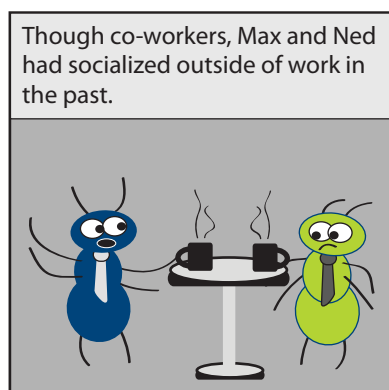
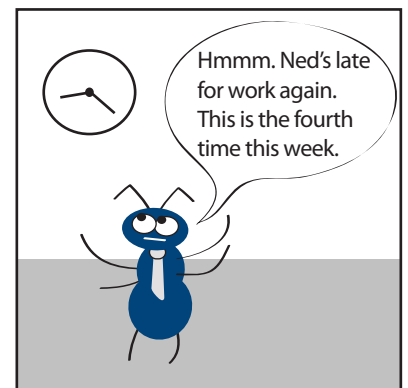
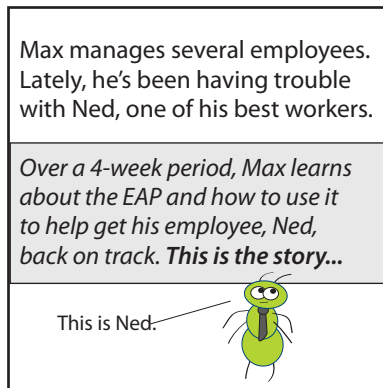
If you let issues go, problems can become serious, even affecting the health or safety of the employee or the entire workplace. Calling the EAP as soon as possible to discuss performance issues can help provide you with tools and a plan to limit workplace risks and tragedies.



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I. Understanding the EAP

The RBH Employee Assistance Program (EAP) provides services to help individuals resolve personal and professional issues. The EAP also offers a variety of resources to help the workplace run more smoothly.

Employee Services

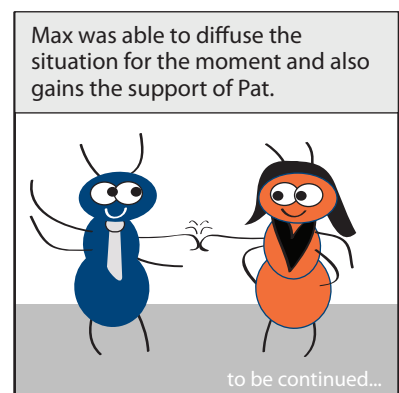
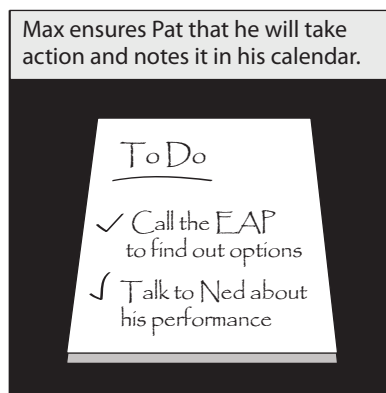
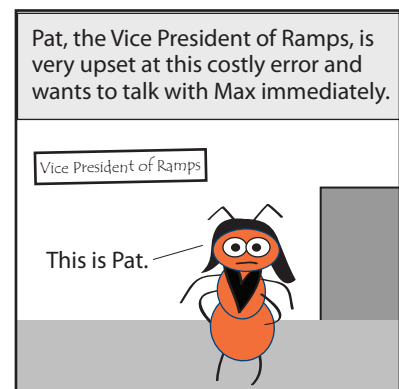
Supervisors should know that the following services are available to help employees and their family members balance their lives:

Counseling Services

- 24-hour, toll-free crisis access
- Comprehensive problem assessments
- Confidential face-to-face counseling services for unlimited issues (covers all household members and dependents)
- Appropriate referrals to community resources
- RBH eAccess™ (on-line consultation with a licensed counselor)
- Smooth transition between the EAP and other RBH and healthcare services
- Local and national provider network

Life Balancing Services

- Legal services and online legal forms
- Financial services and financial tools
- Identity theft recovery services
- Personal mediation services
- Personal Advantage website:
 - Work-life resources (child and eldercare)
 - Health movies and assessments
 - Articles and interactive tools
 - Over 50 on-line trainings
- MyRBH.com (supervisor resources, benefit information, and the entry point for all on-line resources)



Supervisor Services

Supervisors and their household members have access to the counseling and life-balancing services listed on the previous page. In addition, the EAP provides the following services to help supervisors manage employee performance issues and address other workplace challenges:

Worksite Support for Supervisors

During supervisor trainings, RBH provides information about the value of using the EAP to help resolve workplace issues and performance problems. Supervisors receive information about how to make employee referrals into the EAP along with a copy of this supervisor manual for ongoing support. RBH is also available to assist with policy development for drug-free workplace programs and DOT/SAP evaluations.

On-line Support for Supervisors

RBH provides useful resources and tools, including tips sheets and newsletters, in the supervisor area of MyRBH.com. The Personal Advantage website, also available at MyRBH.com, provides extensive resources, articles, and more than 50 on-line trainings on various leadership, supervisory, and HR topics. Personal Advantage also includes seven Workplace Health Programs to help control stress in the workplace and improve the worksite's occupational health profile.

Unlimited Supervisor Consultations

RBH includes unlimited supervisor consultations with its EAP. Supervisors can contact the toll-free EAP number and speak with a Workplace Consultant from RBH's clinical team. Consultations offer assistance with performance issues and other worksite challenges, along with providing assistance with documenting employee issues, approaching employees about job performance, and making referrals to the EAP.

Critical Incident Stress Debriefings (CISDs)

RBH includes unlimited Critical Incident Stress Debriefings (CISDs) with its EAP to help worksites cope with critical events, such as the death of a coworker, store robbery, etc. These interventions can be delivered on-site, as needed. Debriefings are delivered by local, credentialed EAP providers, and response times may vary depending on the preferences of your human resource (HR) staff and the nature of the crisis event.

Debriefings are typically provided to groups and last from two to four hours in length, depending on the impact of the event. During debriefings, employees are encouraged to utilize their EAP for additional assistance. Approximately one to two weeks after an on-site debriefing, the counselor follows up with HR to ensure the debriefing was effective and to determine whether additional sessions are appropriate.

Accessing the EAP

To access a Workplace Consultant for assistance with a job performance issue or for assistance with any other topics covered in this manual, call: **1-866-750-1327**

Supervisor resources, newsletters, live and recorded webinars, tip sheets, promotional materials, and other tools are available at: **MyRBH.com**

You will need your Access Code to view your specific EAP benefits at MyRBH. If you do not know your Access Code, you can ask your HR department, or just call the EAP to request it.

II. Recognizing and Tracking Issues

Supervisor Consultations

One of the most important things for a supervisor to remember when problems arise at work is that the EAP is a resource to help resolve workplace issues. Supervisors have access to unlimited supervisor consultations. When a supervisor calls for a consultation, an RBH Workplace Consultant helps the supervisor to sort emotions and achieve the detachment and objectivity needed to take constructive action. The consultant can lend an ear and work with the supervisor and employee until the problem is resolved. For consultations, the supervisor should be prepared to discuss job performance deficiencies and negative behavior. To help prepare for a call, please refer to the Job Expectations Form included in this manual.

Supervisors can be assured that:

1. A consultation does not commit the supervisor to any action. The decision to confront, refer, or take action against the employee remains the choice of the supervisor.
2. The discussion of the case will remain confidential.
3. Asking others for help is not a cop-out or failure on the part of the supervisor; it is good management.

Telephone consultations help the supervisor to sort through the issues and develop a plan of action. If part of the plan is to refer an employee to the EAP, the consultant will help prepare the supervisor for the intervention with the employee. It's natural for supervisors to feel anxious or uncertain about referring a troubled employee to the EAP. Making a management referral is rarely easy or pleasant, but the EAP helps the process run more smoothly.

In addition to support in making EAP referrals, other consultation services may include help with:

- Designing and reviewing company personnel policies and procedures to maximize use of the EAP
- Having confidential discussions about an employee's job performance or conduct
- Defining the problem(s) and considering alternatives
- Offering instructions on documentation techniques
- Assisting with the preparation of a referral memo
- Coaching on constructive confrontation skills
- Assisting with the reintegration of employees into the workplace after leave of absence or following a critical incident
- Coaching to deal with disputes between individuals or among work groups
- Scheduling of critical incident stress debriefings (CISDs)

Observation and Documentation

A critical role of the supervisor is to ensure that all employees perform their assigned duties and responsibilities in an effective and efficient manner. This is accomplished by observing an employee's performance and conduct.

Supervisors should regularly document acceptable and unacceptable performance or conduct, sharing the documentation on a need-to-know basis only. Documenting acceptable behavior can help supervisors conduct better and faster annual performance reviews for employees. When a pattern of unacceptable performance or conduct develops, the supervisor must intervene as soon as possible to prevent the situation from deteriorating further.

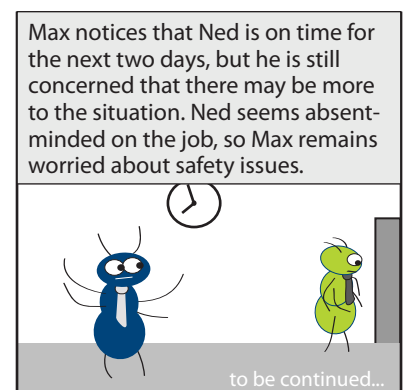
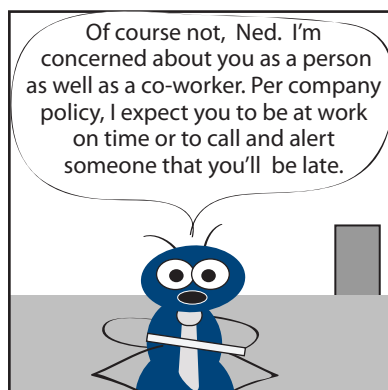
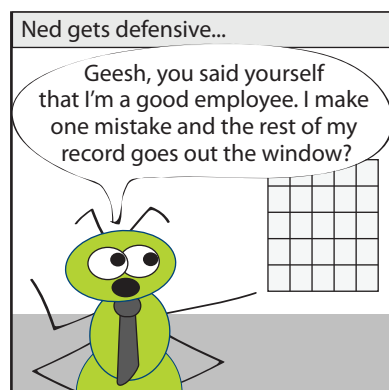
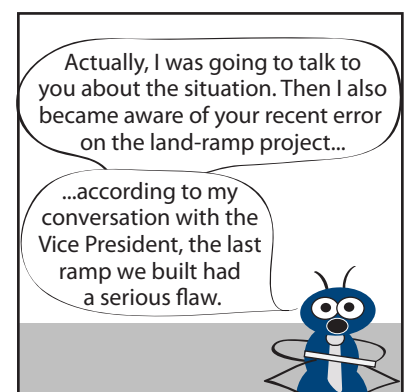
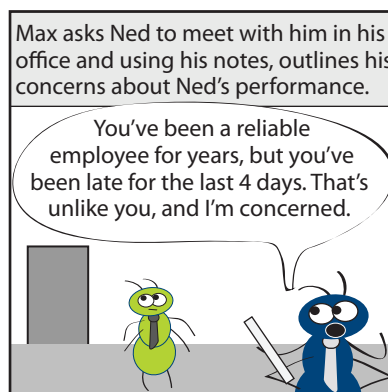
When you are concerned about an employee's performance, it is Important to remember that you do not have to deal with it alone. Make sure to consult with your Human Resources person if you have one, and your own supervisor or manager. This ensures that you are following company policy and provides you with organizational back-up in case of a grievance or complaint. You also have the EAP available for consultation at any stage of concern. You are not alone.

Interventions must be built on well-documented patterns of workplace behaviors. Documenting daily observations may be tedious or even difficult, but it allows a supervisor to base actions "on the record" instead of personal feelings, hearsay, or disputed events. Organized documentation maximizes the effectiveness of all supervisory initiatives, including referrals to the EAP.

Proper documentation involves focusing on observable or recordable facts and avoiding subjective judgments that could be interpreted differently by others.

- Be specific with the date, time, and place that the unacceptable performance or conduct occurred.
- Write down what was observed, not opinions, conclusions, or evaluations.
- Include good as well as poor performance observations.
- Keep it confidential. Observations should be shared only with your supervisor, Human Resources, and/or the employee.
- Document on a frequent basis.
- Be objective, fair and consistent. For example, "was angry" is an opinion, but "wide eyes, red face, yelling" is an observation.

The EAP provides tools to assist the supervisor in making and tracking important observations, including the Problem Behaviors Checklist and the Job Expectations Form on the following two pages.



Problem Behaviors Checklist

The supervisor is in a key position to observe conduct and identify problems an employee may be having as early as possible. Early identification and intervention can help prevent problems from getting worse. Watch for patterns of behaviors developing over a period of time, not isolated events.

Make a copy of the following checklist and monitor an employee's performance – be sure to date the list each time you complete it for an employee.

Employee Name: _____ **Date:** _____

- | | |
|--|--|
| <input type="checkbox"/> Absenteeism | <input type="checkbox"/> Missed deadlines |
| <input type="checkbox"/> Excessive sick leave | <input type="checkbox"/> Mistakes due to inattention or poor judgment |
| <input type="checkbox"/> Frequent Monday and/or Friday absences | <input type="checkbox"/> Wasting more material |
| <input type="checkbox"/> Repeated absences, particularly if they follow a pattern | <input type="checkbox"/> Making poor decisions |
| <input type="checkbox"/> Leaving work early | <input type="checkbox"/> Pattern of complaints from customers/clients |
| <input type="checkbox"/> Peculiar and increasing improbable excuses for absences | <input type="checkbox"/> Improbable excuses for errors |
| <input type="checkbox"/> "On the job" absenteeism | <input type="checkbox"/> Periods of high and low productivity |
| <input type="checkbox"/> Continued absences from area more than job requires | <input type="checkbox"/> Poor employee relationships on the job |
| <input type="checkbox"/> Long coffee breaks | <input type="checkbox"/> Over-reaction to real or imagined criticisms |
| <input type="checkbox"/> Frequent trips to the bathroom | <input type="checkbox"/> Wide mood swings |
| <input type="checkbox"/> Presenteeism (distracted, daydreaming) | <input type="checkbox"/> Borrowing money from coworkers |
| <input type="checkbox"/> High accident rate | <input type="checkbox"/> Complaints from coworkers |
| <input type="checkbox"/> Accidents on the job | <input type="checkbox"/> Unreasonable resentments |
| <input type="checkbox"/> Neglect of safety regulations; using equipment improperly or recklessly | <input type="checkbox"/> Coworkers covering for employee's actions or poor performance |
| <input type="checkbox"/> Difficulty with concentration | <input type="checkbox"/> Change in personal appearance |
| <input type="checkbox"/> Work requires greater effort | <input type="checkbox"/> Increased sloppiness |
| <input type="checkbox"/> Jobs take more time | <input type="checkbox"/> Unwashed, unkempt appearance |
| <input type="checkbox"/> Confusion | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> Difficulty recalling instructions, details, etc. | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> Increased difficulty handling complex assignments | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> Difficulty in recalling own mistakes | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> Generally lowered job efficiency | |

Notes:

Universal Job Expectations

Supervisors can use this tool to develop clear, behavior-based descriptions of job performance problems.

	Job Expectations	Poor Performance Observations
1. Quality of Work	<input type="checkbox"/> Accurate; neat; attentive to detail; consistent; takes time to do it right; thorough; high standards; follows procedures.	<input type="checkbox"/> Increase in number of errors; sloppiness; inconsistency of quality; does not take the time to do the job right; appears rushed; not thorough; work often incomplete; diminished standards of work; does not follow procedures.
2. Dependability	<input type="checkbox"/> Consistent attendance, punctuality, and reliability; follows regulations completely.	<input type="checkbox"/> Absenteeism; multiple instances of unauthorized leave; excessive sick leave; frequent Monday and/or Friday absences; repeated or patterned absences.
3. Communication	<input type="checkbox"/> Adept at oral/written communication; shares information with peers and supervisors; handles internal/external communications.	<input type="checkbox"/> Diminished oral and written communication; misuses information for personal gain or to hurt others; tells peers and supervisors/managers too much or too little; misinterprets information received; covers up problems.
4. Relationships	<input type="checkbox"/> Agreeable; constructive; flexible; helps without being asked; handles customers/vendors/outside; seeks and maintains good relationships; expedites orders and projects.	<input type="checkbox"/> Disagreeable; openly mistrusts many people; edgy; easily and frequently angered or hurt; obstructive, slows work of others; rigid, unable to work with others in new ways; deteriorating or unstable relationships with co-workers/supervisors/customers/vendors/outside, including complaints, hostility, or arguments; overreacts to real or imagined criticism; holds unreasonable resentments over time; blames others.
5. Judgment	<input type="checkbox"/> Tactful; displays sensitivity; uses common sense; maintains confidentiality; makes sound decisions; sizes up situations, takes appropriate actions.	<input type="checkbox"/> Tactless, says things that hurt coworkers, clients, or customers; does not use common sense; illogical reasons for behaviors; violates confidentiality; poor ability to size up situations; does not understand the whole picture, takes inappropriate actions; inattentive to safety procedures.
6. Organization	<input type="checkbox"/> Sets realistic priorities and schedules; meets work/project deadlines; does not waste time; coordinates well with others.	<input type="checkbox"/> Sets unrealistic priorities, poor use of time, inefficient scheduling, missed deadlines, incomplete projects, inability to coordinate with others.
7. Volume of Work	<input type="checkbox"/> Keeps up with workload; meets sudden demands when necessary; steady; consistent; willing to put in extra effort.	<input type="checkbox"/> Overwhelmed by realistic workload, work piles up; does not meet commitments; unavailable for extra work; rigid, cannot increase workload when needed; volatile; easily upset; inconsistent pace of work.
8. Skills/Knowledge	<input type="checkbox"/> Knows what has to be done; seldom needs instruction; works independently; proficient in technical aspects of job (equipment use); instructs, guides and trains others; understands and follows safety/security procedures.	<input type="checkbox"/> Doesn't know what has to be done; frequently needs instructions; not keeping pace with technical developments of job; does not use equipment properly; unable to work independently; does not instruct, guide, and train others.
9. Motivation	<input type="checkbox"/> Genuine commitment to job; energetic; self-starting; shows initiative, commitment, positive attitude, enthusiasm, and high energy level.	<input type="checkbox"/> Lack of commitment to job; unconcerned with quality of product/service; disinterested in nature of work and negative attitude; frequent references to job dissatisfaction, low energy level; lazy; needs frequent prodding to initiate activities.
10. Reaction to Stress	<input type="checkbox"/> Dependable as pressures intensify; stays calm and effective despite irritation or changes in plans/policies; rarely loses temper; good frustration tolerance; handles irate customers/vendors.	<input type="checkbox"/> Difficulty in concentration; increased accident rate on and off the job; becomes upset over minor irritations, changes in plan, and new policies; poorly controlled emotions – easily loses temper, yells, cries, withdraws.
11. Problem Solving	<input type="checkbox"/> Troubleshoots; quick insight and able to learn; handles complex assignments; analytical; gets to the point quickly.	<input type="checkbox"/> Does not recognize or denies a problem exists; cannot define the problem; single-track mind (most problems have the same few causes or solutions); blames others; and covers up problems.
12. Creativity	<input type="checkbox"/> Innovative; generates original solutions; develops new options and suggests improvements; willing to try new concepts.	<input type="checkbox"/> Focuses on negatives; easily diminishes or is unwilling to try new ideas; habitual thought and behavior (same solutions for all problems); high security needs; fears risk; needs constant supervision and reassurance; over-reliance on structure; getting the job done well is not as important as following the rules; unquestioning; unable to determine new options.
13. Decisiveness	<input type="checkbox"/> Willingness to make decisions; makes appropriate decisions; asks questions when needed.	<input type="checkbox"/> Unwillingness to make decisions; asks too many people for advice, tries to solve a problem without thinking it through; does not ask necessary questions, acts impulsively.
14. Hygiene	<input type="checkbox"/> Appropriate clothing (work clothes, uniform, etc.); clean, no offensive odors; appears healthy and clear-eyed – not flushed or pale; alert; physically capable (i.e., clear speech, awake).	<input type="checkbox"/> Inappropriate clothing – too casual or formal, sexually inappropriate, appears unclean/unwashed at beginning of work; no regular change of clothes, offensive odors such as bad breath or body odor; appears ill; flushed or pale, bloodshot eyes; not alert; inattentive.

III. Confronting an Employee

Intervention

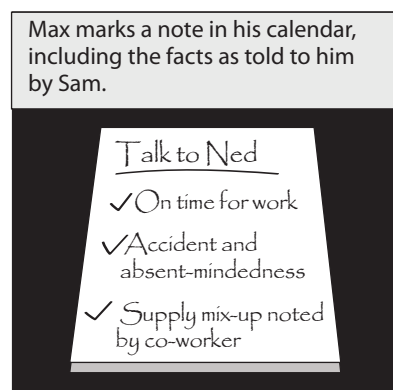
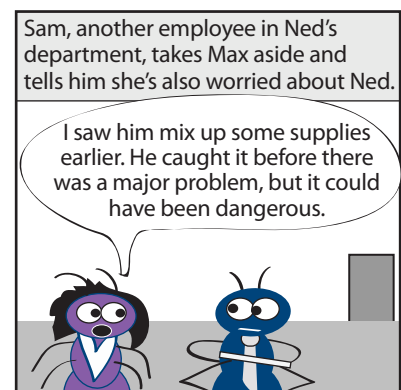
Intervention refers to the supervisor's direct communication with an employee about job performance problems. The guidelines listed below will help make a coaching meeting more effective, ensure that your message gets communicated, and minimize employee complaints or grievances.

Do

- ☐ Base the intervention on job-related performance and behavior, not suspected drug, alcohol, or other issues.
- ☐ Have on hand written documentation of declining performance so you can "let the record speak for itself."
- ☐ State your concerns clearly and objectively.
- ☐ Be aware of voice tone and body posture (reflect concern, not judgment).
- ☐ Maintain a firm and formal, yet considerate, attitude.
- ☐ Be straight-forward about the seriousness of the problem.
- ☐ Conduct the intervention privately. If harassment or safety issues are a concern, have a third person present.
- ☐ Specify exactly what needs to be changed and how follow-up will occur.
- ☐ Document the meeting.
- ☐ Offer the EAP as a resource for any personal problem.

Don't

- ☐ Speculate or label the problem by using terms such as family issues, depression, drinking, anxiety, etc.
- ☐ Make generalizations or insinuations about employee's performance.
- ☐ Moralize or preach to the employee about his or her problem.
- ☐ Argue about the facts! Stick to the documentation.
- ☐ Question yourself or back down based on employee excuses or sympathy-evoking tactics.
- ☐ Lose your temper or let the meeting deteriorate from a professional level.



Dealing with Defensiveness

Supervisors should expect an employee to feel threatened or use various defenses to protect him or herself. Below is a list and description of some of these defenses and recommended ways to handle the situation.

	Example	Solution
Excuses	"You'd have the same troubles if you had a family like mine."	"I understand you may have problems at home. I am concerned about your performance and my data here says you are not doing your job."
Apologies & Promises	"I'm really sorry. You know that! I'll never do it that way again."	"I appreciate your apology, but what you did is serious."
Distractions	"I know about that, but look at what a good job I've done on the Sentron job!"	"You did well on Sentron. I want you to do well on all jobs. You have had more problem jobs than successful ones lately. Let's look at the record."
Anger	"Damn it! One mistake and the roof falls in after 12 years of killing myself for this place."	"I expect you to listen. Getting angry won't help anyone. I'm concerned about your performance, not just one mistake. Let's look at the record." (Explore a "time out.")
Despair	"I don't know what to do. I'll never get out of this mess." (... crying...)	"We all feel overwhelmed at times. Have you considered calling the EAP?"
Self Pity	"I knew this would happen. I've never been able to do anything right."	"You have been doing good work for a long time. I know that you can get back to that same level of performance. Have you thought about calling the EAP?"
Blame	"It's not my fault. Joe let me down. I don't get any help at all around here."	"I've checked into this in detail (point to records). Let's look at this record."
Hopelessness	"I might as well quit right now."	"Your performance until recently has been very good. Something has changed. Have you considered calling the EAP?"
Persuasion	"We've been through this before and worked it out. Let's get together after work and figure this out where we can be more comfortable."	"We have worked together for a long time, but I can't ignore this performance problem. As a concerned supervisor, I suggest that you call the EAP and talk to a counselor."

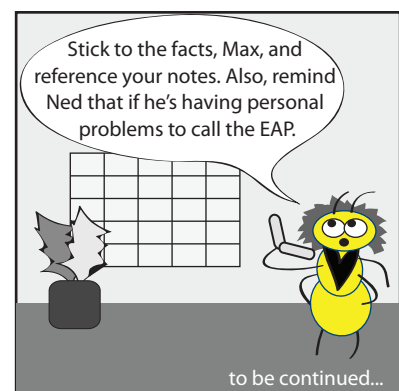
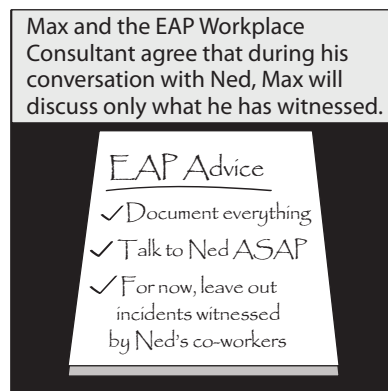
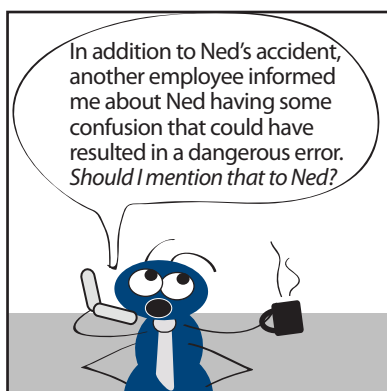
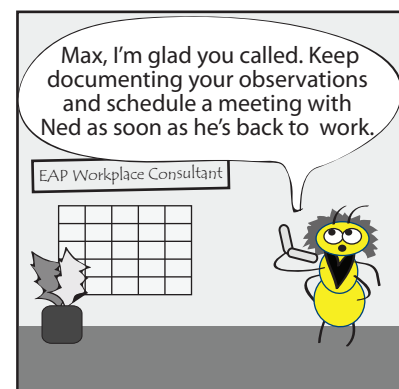
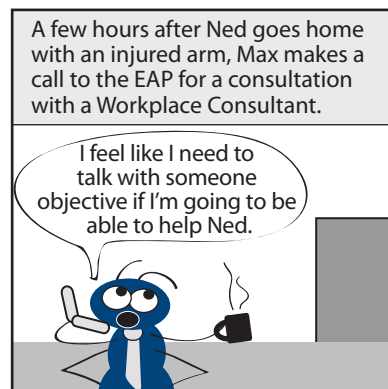
IV. EAP Referrals

Making an EAP Referral

To make an EAP referral, call the EAP. RBH has Workplace Consultants available to help clarify the strategies best suited to help supervisors and employees resolve conduct, safety, and job performance problem behaviors. Supervisors must speak with a Workplace Consultant before RBH can initiate a Management Referral. At the time of the referral, the Workplace Consultant will provide a Management Referral Packet to the supervisor and assist with the completion of all necessary forms and procedures. The packet can also be found at MyRBH.com in the supervisor area of the site.

Types of Referrals

- 1. Recommending the EAP** – A recommended referral is “compassion-based” and is intended to help people resolve life problems. No information is reported to the supervisor/HR to protect privacy: no forms are required. The goal is to provide support and encouragement. If you want to recommend the EAP, but not require participation, please call RBH to talk to a Workplace Consultant to discuss how the EAP can be most helpful. Supervisors have unlimited access to telephonic consultations to assist with all workplace issues and challenges.
- 2. Conduct/Safety** – Employee participation is required in an EAP assessment. Employment is contingent upon improving job performance, conduct, and/or safety. Adherence is reported with a signed Authorization to Disclose Adherence Information to the employer.
- 3. Substance Abuse** – Employee participation is required in an EAP assessment. Employment is contingent upon improving job performance, conduct, safety, and adhering to treatment recommendations. Adherence is reported with a signed Authorization to Disclose Adherence Information to the employer. Employees regulated by the Federal Department of Transportation (DOT) are subject to the evaluation process set forth by DOT regulations. RBH’s DOT-certified Substance Abuse Professionals will clarify DOT regulations to supervisors as necessary. RBH is also adept at working with NRC federal regulations, which are similar to DOT regulations.



Drug-Free Workplace Policies

Supervisors should be aware of their Drug-Free Workplace Policy when meeting with an employee who has violated company policies concerning the use of drugs and/or alcohol. Studies suggest one of every five workers has problems with alcohol and other drugs. As a result, more and more companies have policies that describe how to deal with the effects of drugs/alcohol in the workplace. Most employers base these policies on the 1988 Federal Drug-Free Workplace Act. Some workplaces, such as those under Department of Transportation regulations, must have such policies. If you are governed by DOT regulations, please verify your company policies and procedures.

All Drug-Free Workplace policies have the same basic elements. They clearly state a zero tolerance for the use of illegal substances and outline specific situations that require mandatory interventions. Employees agree to these mandatory interventions as a condition of their employment.

Drug testing can be a useful tool for identifying substance abuse issues in the workplace and helps protect the safety of the public and the non-using majority of employees. Different types of drug tests exist, and it is helpful to know which types of tests are used at your company. The different categories of drug tests are: pre-employment, random, post accident, reasonable suspicion, blanket testing, and follow up. Some add parallel policies on alcohol use and abuse. A supervisor needs to know:

- ☐ What are the specific drug/alcohol related policies at my company?
- ☐ How are drug tests (if any) used as part of my company's policies?
- ☐ What drugs are tested for?
- ☐ What policies do we have about prescription drugs?
- ☐ If triggered by a positive test of incident, what is the form of Return to Work/Last Chance Agreements my company uses?
- ☐ After an intervention, how do I follow up with my worker?

The RBH Workplace Consultant not only helps management design or update alcohol/drug related policies, but also offers an ongoing resource that supervisors can use in meeting with a potentially impaired employee. DOT-Qualified Substance Abuse Professionals can also help you determine how to comply with DOT regulations in your interventions. With clearly understood policies, most alcohol/drug related interventions are actually easier for a supervisor than less clearly defined "job performance" interventions. Alcohol/Drug interventions generally include:

- Notification of the specific violation of company alcohol/drug policies.
- Having the employee sign a Last Chance Agreement binding the employee to a mandatory evaluation by an RBH EAP counselor, and to the recommendations that come from the evaluation. Failure to sign the agreement merits immediate termination of employment. The employee is suspended from work until the employee successfully completes the RBH EAP counselor's recommendations.

A limited release of information is signed to allow disclosure of treatment adherence, while preserving the confidentiality of an employee's personal history. The supervisor is kept informed as to whether the employee met with the RBH EAP counselor for his/her evaluation, what the recommendations were, how well the employee is meeting the recommendations, and what ongoing follow-up activities will be linked to an employee's potential return to work.

Some companies link other severe workplace violations (such as harassment or violence) to a similar process, using Return to Work/Last Chance Agreements and mandatory EAP referrals as a final alternative to employment termination.

Follow Up

The initial intervention and referral for conduct/safety or substance abuse violations does not close the matter. Supervisors must continue to observe and document performance and follow through on planned future meetings. The EAP Workplace Consultant can help you decide the best times and frequencies for follow up, based on the nature of the issue and the employee's progress.

At the follow-up meeting, supervisors address one of the following situations:

If performance has improved:

- ☐ Conduct a follow-up meeting to report what you've observed.
- ☐ Let the employee know the specific improvements you've noticed (and documented).
- ☐ Acknowledge the employee's effort and encourage continued performance.
- ☐ Establish dates for additional follow-up meetings so that you can monitor and provide support for continuing the improvement.

If performance has not improved or deteriorated further:

- ☐ Conduct a follow-up confrontation meeting, letting the employee know that you have not seen the needed improvement.
- ☐ Check the employee's perception of the situation.
- ☐ Develop a revised plan of action and set dates for reviewing the plan. Emphasize the consequences of non-improvement and set a specific date for improvement outlining the next level of disciplinary action up to and including termination of employment.

In the case of a mandatory referral for conduct or drug-free workplace violations, follow-up meetings with the employee will focus on compliance with RBH Workplace Consultant recommendations:

- ☐ Review the latest report from the RBH Workplace Consultant on the employee's progress in meeting recommended actions (treatment, support groups, etc).
- ☐ Review again the company's policies regarding the Return to Work/Last Chance Agreement and reinforce the EAP's recommendations.
- ☐ Note any specific ways the company will assist the employee, such as breaks to make support meetings. These options should be discussed in advance with company management and the RBH Workplace Consultant.
- ☐ As above, let the employee know the specific improvements you've noticed (and documented) and acknowledge the employee's effort and encourage continued performance.
- ☐ Establish dates for additional follow-up meetings so that you can monitor and provide support for continuing the improvement.

V. Summary

Keep the Basics in Mind

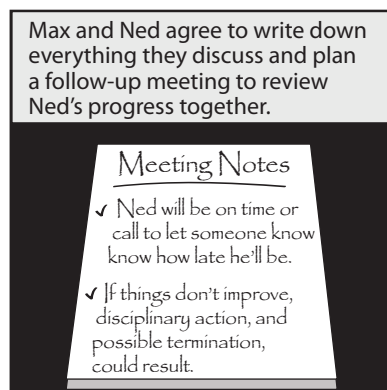
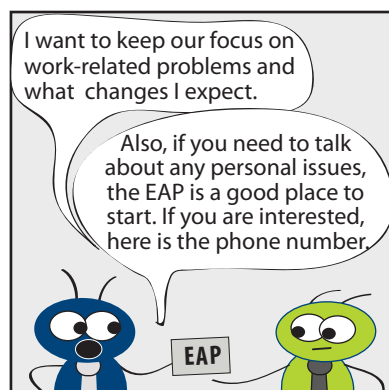
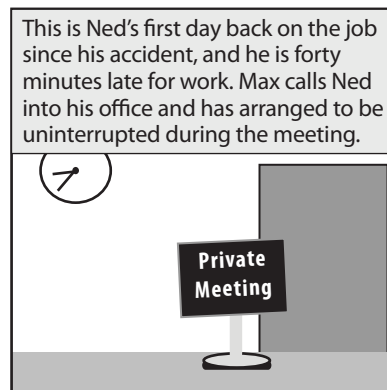
After reviewing this manual, you should have a basic understanding of the EAP, including what services are available to you and your employees, as well as how to access the EAP. Remember that if you have an employee with performance issues, the sooner you take action, the more likely you'll be able to get that employee back on track.

For any employee challenges you may be facing, remember to call the EAP for a free supervisor consultation. A Workplace Consultant will remind you how to observe and document the employee's problem behaviors, so you'll be prepared to conduct a productive intervention at the right time.

Making an EAP referral doesn't have to be difficult. With the help of a Workplace Consultant, you can make the right type of referral and participate in follow-up activities to help get the troubled employee back on track.

In the same way that the RBH Workplace Consultant assists *Max the Manager*™ with a troubled employee in the examples throughout this manual, the EAP is ready to help you with any employee performance issues or other workplace challenges you may encounter.

Simply call the EAP for support: 1-866-750-1327



Take Advantage of a Silent Partner

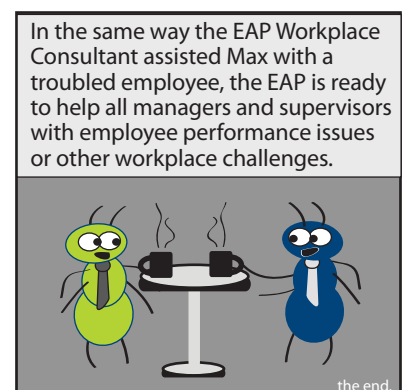
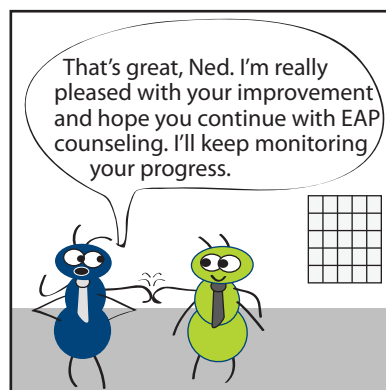
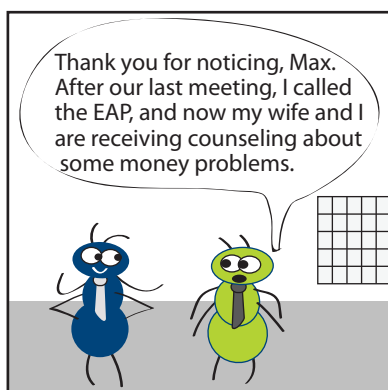
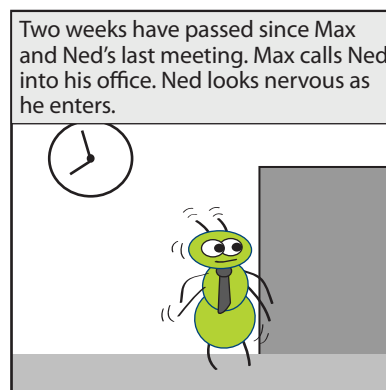
RBH understands that many supervisors are placed in management positions and may not receive all of the training they need or would like. Avoiding interventions with employees or ignoring other workplace challenges that are your responsibility can reflect poorly on your own job performance. New supervisors may be especially susceptible to this risk, and they often feel isolated and frustrated.

The EAP offers a silent, confidential partner for supervisors. You can call the EAP to talk about problems without anyone else knowing about it. You can feel confident that you are consulting experts to improve your job skills and to make better decisions at work. Taking advantage of the EAP can help improve your performance and reputation as a competent supervisor.

Along with supervisor consultations, remember that you also have easy access to resources and support online at MyRBH.com. You can access this manual, the RBH Management Referral Packet, tip sheets, and other useful tools online. In addition, once you're logged in to MyRBH, you can visit the Personal Advantage website. Personal Advantage includes extensive articles and trainings to improve your professional skills, as well as workplace health programs to increase safety among your employees, and a variety of other valuable, easy-to-find resources.

Simply call the EAP for support: 1-866-750-1327

Access on-line tools and resources: MyRBH.com



Notes

Contact the EAP

Phone: **1.866.750.1327**

Website: **MyRBH.com**

MyRBH Access Code: _____

If you don't know your MyRBH Access Code, ask your HR department or call the EAP to request it. You just need to provide your employer/company name.

Reliant Behavioral Health, LLC (RBH)

